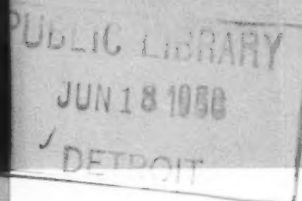


PUBLIC RELATIONS JOURNAL

A JOURNAL OF OPINION IN THE
FIELD OF PUBLIC RELATIONS PRACTICE

JUNE 1956



Also In This Issue

AS FICTION SEES THE BUSINESSMAN

Horatio Alger Was Kind,
If Corny, But Few Since
Have Given Cash the
Credit That's Due Him

by Robert A. Kavesh

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Employee Publications
Can Be Expensive Toys
If They're Not Allowed
To Pay Their Own Way

by Wm. C. Halley

WHAT DO YOU DO ALL DAY?

Daily Log of a Busy Ex-
ecutive Gives The Answer
In Detail in Responding
To a Tired Old Question

Anonymous

WIDER HORIZONS FOR OUR TEACHERS

Town and Gown Once
Played at Odds But Nowa-
days Shop and Classroom
Find Much in Common

by Kenneth Patrick

CLAUDE ROBINSON

President, Opinion Research Corp.

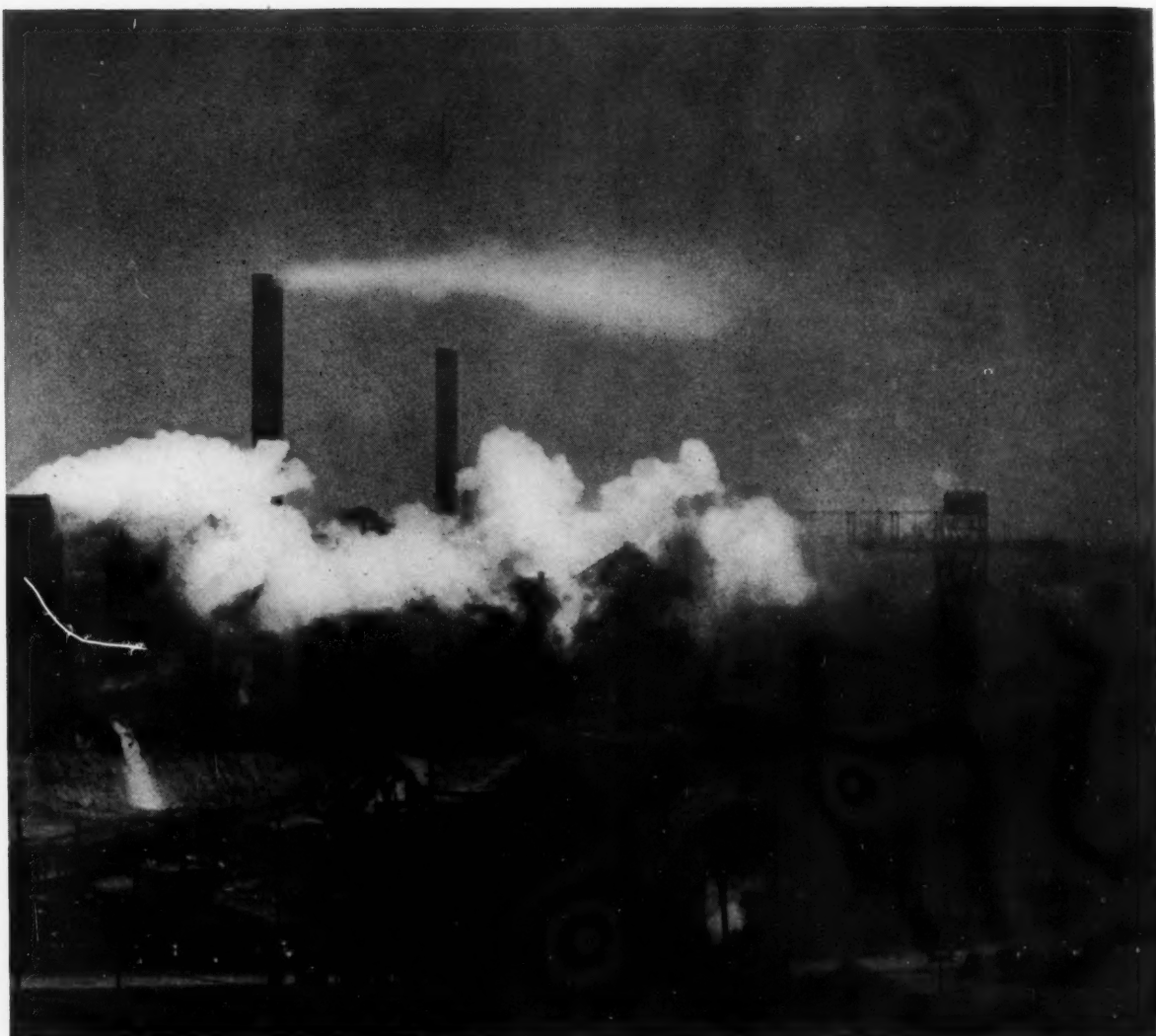
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EDITORIAL

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Editor

MARY E. MCNEILL
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CHARLES M. HACKETT,
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Editorial Office:
2 West 46 Street
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Circle 6-0741

**The Gentle Art
Of Persuasion Claude Robinson 3**

A leading "pollster" in the field of public opinion gets down to cases on that vital question of what makes us think like we do.

**The Fictional Business
Leader: A Portrait Robert A. Kavesh 6**

Dr. Kavesh, professor of economics at Dartmouth, reviews the low status of businessmen as seen today in the American novel.

**Europe's Hottest
News Story: U. S. A. Tomas D. W. Friedmann 10**

A new feature service finds foreign editors eager for articles about the United States and surprise, ready to pay for them!

**Lost Chords On
The House Organ William C. Halley 13**

Is management getting its money's worth in employee papers? Not while "Good Luck, Eddie" school of belles lettres holds.

**A Wider Horizon
For Our Teachers Kenneth G. Patrick 18**

And for business, too. That's both the aim and the effect of General Electric's new program for getting the 'twain to meet.

**What Do You
Do All Day? Anonymous 20**

A harassed and sometimes indignant public relations man holds the book on a typical stint and finds little time for rest.



ON THE COVER: DR. CLAUDE ROBINSON is President of Opinion Research Corporation, Princeton, and was, at one time, associate director of the Gallup Poll. His Ph.D. thesis at Columbia University, "Straw Votes, a Study of Political Production," was one of the pioneering works in now-popular opinion poll studies. He founded Opinion Research Corp. to specialize in research for business organizations in 1938, carrying on research activities in a number of fields—advertising, public and industrial relations, political studies, studies of editorial problems. Recently Dr. Robinson was named "Princeton's Man of the Week," partially due to announcement of a campus-like research center to be called Princeton Research Park. It differs from other campus activities in one very important respect: It will pay taxes.

Editorial

HOLLYWOOD VERSION OF THE PUBLIC RELATIONS MAN

In Hollywood, that isle of fiction entirely surrounded by swimming pools, public relations must be a strange and haunting profession.

Recently in the Saturday Evening Post a studio publicity man, or "flack," was quoted on the build-up given Marilyn Monroe.

"Everybody in the studio publicity department worked on her," the flack said. "The picture division, the magazine division, the fan-magazine division, the planters who plant the columnists, the radio planters, and so on . . ."

In the same article, Miss Monroe, herself, described the efforts on her behalf by the public relation staff.

"Most of what I did while I was at Fox that first time was pose for stills," she said. "Publicity made up a story about how I was a baby sitter who'd been baby sitting for the casting director and that's how I was discovered. They told me to say that, although it strictly wasn't true. . . ."

Between them, the flack and the blonde evoke a picture of deep thought on the Coast. You visualize radio planters fertilizing the airwaves with plugs; columnist planters dreaming up gossip trade; "unit men" cramming bosomy starlets with apocryphal biography.

With this background in Hollywood public relations, it comes as no surprise to see what has happened to the business in "The Man in the Gray Flannel Suit." It could only be done in the Capital of the Film Industry. You carefully blend seven clichés and produce a stereotype.

"Gray Flannel" brings us a new classic in the public relations man—a classic to rank with the stone-hearted banker, the conniving lawyer, the drunken newspaperman who wears his hat in the house, the kindly bumbling old family doctor. Hollywood has taken note of our business and catalogued it for posterity in celluloid clichés.

There is no immediate cause for alarm. After all, people still go into banks, despite "The Best Years of Our Lives." Few people sold all their stock after "Executive Suite" and hid the money in mattresses.

It is entirely possible that real public relations men and women will be able to survive the "Gray Flannel"

treatment. After all they have been hardy enough to survive the many outrages against good taste committed by the Hollywood flack corps in the name of public relations these many years.

Public relations people will nevertheless find things to interest them in this movie, even if it is only some new ideas on office décor. It seems that no well-equipped PR office today should be without its red-vested occupant, its yellow telephone, its double-banked TV set, its heart-saver chair, and its built-in double cross.

If the public relations man fares badly in the picture, he is not alone as the businessman also again takes it on the chin. Once more we see him portrayed as a sort of male Univac, interested only in money and power, without love, with his family slipping away from him. Fredric March, the gray flannel tycoon, perhaps sums up the whole great cliché by saying to his errant daughter that no sane person likes money simply for money's sake.

One reason for the continued emphasis on these business grotesques in the movies may be the existence in Hollywood of so many film writers and novelists who have never tarnished their artistic souls with any knowledge of business or businessmen. We would not want to suggest that the lure of money brings them there, for fear of injuring delicate sensibilities. But the editors of the PUBLIC RELATIONS JOURNAL still have the old-fashioned literary idea that, to write well on a subject, one should know something about the subject on which he is writing.

As Professor Robert A. Kavesh points out in this issue of the JOURNAL, there is a long record of misunderstanding and lack of sympathy for the business community on the part of novelists. It can only be assumed that their prejudices have survived those fat movie paychecks.

There is another possible explanation, and it lies in the other worldliness of the movie community. It's difficult to see much sign of reality there. Life, love, family, business—it's all an extension of the latest smash hit, or it's dreamed up by some press agent. It's impossible to tell where real life ends and the movie begins.

No one is ever off stage. People who hardly know each other engage in synthetic romances—even marry—at the direction of the studio flacks. Throat-cutting is as stylized as it was in medieval Florence. People change their names as they change their socks. And all the world's a soap opera.

These observations might cause a mascaraed eyelid to slowly lift in Hollywood. By their rules, any publicity is good publicity, so what are we grouching about? Out there an actor arrested for drunken driving may get a fat part out of the publicity, while being picked up for smoking marijuana goes great at the box office.

Out of the Hollywood atmosphere has come a picture of the public relations man which is no more like real life than a marijuana dream.



Bidding for Public Approval Entails Recognition Of Principles Which Have Always Carried Conviction. Today We're Finding Out Why

The Gentle Art of Persuasion

by DR. CLAUDE ROBINSON

*President, Opinion Research Corporation
Princeton, New Jersey*

One sure sign that public relations is a maturing profession is its increasing interest in the formulation of a theory of communication.

Among practical men the word "theory" is too often a bad word. It conjures up a picture of a long-haired individual with thick glasses who has never met a pay roll.

I should like to arise in the lodge and argue that the word "theory" is a good word; that none of us can operate for five minutes without following some theory; that as practical men we should be conscious theorists; that we would do well to dignify theory, cultivate it, be capable of articulating it and above all be interested in and lend support to, efforts by social scientists and others to enlarge and extend it.

Just what is theory anyway?

Without pretending to give a philosopher's answer to this question, we can look upon theory simply as an organized series of ideas about how the world works.

In an elementary sense all of us under this definition are theorists. We couldn't find our way around in this vale of tears unless we entertained such notions as "fire burns" and "2 plus 2 equals 4."

But this kind of elementary theorizing isn't enough for the professional public relations practitioners. To perform his job well he should have good theory which can be verified through experience

and controlled experiment, and he should understand his theory well enough to be able to articulate and expound it.

Let's get right down to brass tacks and look at the practical applications of theory.

In the last ten years electronics has provided communicators a great new medium called television. The essential difference between radio and television is that television reaches the eye through pictures as well as the ear through sound.

The theoretical principle should follow that "Communication is greatest when both the picture and the spoken words help to advance the argument."

Suppose we try a little experiment in our living room to test the hypothesis. For a two-hour viewing period we turn off the sound every time a commercial appears and observe only the picture. From the pictures alone, and without the aid of sound (words), we undertake to answer these questions:

What product or institution is being advertised?

What sales arguments are being advanced for the product or the institution?

This simple experiment will quickly demonstrate several important points about the theory of communication.

First: Only a small percentage of pictures used in television commercials say anything. Over and over again the announcer stands in front of the camera, holds up the sponsor's prod-



ucts, and moves his lips in a manner that suspiciously looks like, "Take it from me, folks. This is a wonderful product."

Secondly: There obviously is a language of pictures. Some pictorial situations convey a message and other situations don't. Pantomime is one way to make pictures talk. Another way is to demonstrate. Contrast is good picture language—this is the old way; this is the new way. Also background can be made to talk: for example, a background suggesting quality, or utility, or beauty, or economy, or dependability.

These observations become immediately apparent to the viewer in his living room. When the matter is studied systematically, evidence such as the following comes to light:

A group of women were shown TV commercials with the sound turned off. For each commercial they were requested to write down the sales argument advanced by the picture. It was found that:

1/4 of the commercials communicated one or more ideas to everyone in the audience.

1/2 of the commercials registered mixed performance. Some women got ideas from the pictures alone; others did not.

1/4 of the commercials scored a complete blank with everyone in the test audience.

Another test: Television viewers were contacted in fifteen cities the day after the telecast and asked to describe the commercial message on a given program and "play back" the sales message. The commercial that used poor picture language "played back" 40% below the average; the commercial that used good picture language "played back" 40% above the average.

Loyalty to the Group Shape Thought Patterns

to say: there will probably be more opinion change in the direction desired if the communicator draws conclusions for his audience.

Here is one example of social scientists at work on this problem: Hovland and Mandell at Yale tape recorded a prepared lecture on devaluation of currency. The lecture was a simplified account of the economics involved and a description of the economic conditions that make devaluation desirable or undesirable. The conclusion logically drawn from this lecture was that devaluation is desirable.

After getting their opinions on devaluation, students were divided into two groups and asked to listen to "a transcription from a radio program called 'Education for Americans.'" The transcription played for each group was identical except that one group heard the stated conclusion that currency should be devalued, but before the tape was played for the other group, this last part was cut out. Thus, in the second instance the respondents were left to draw their own conclusions.

Fifty-one per cent of the students who heard the conclusion stated changed their opinions in the direction of devaluation as opposed to 31 per cent of those who were allowed to draw their own conclusions.

All scientific conclusions are valid only in terms of the conditions under which the tests are made. The test in this instance was with students who were cooperative with their professors. A hostile audience might have viewed conclusion-drawing as "propaganda." A highly sophisticated audience might have resented drawn conclusions as an insult to their intelligence.

The "Principle of Mental Work," as developed in our studies of advertising impact, is right in line with the Hovland-Mandell findings. The principle says that the more mental work you require of a reader or viewer the less he will register on your message. Large blocks of unbroken type, overlay printing, label sub-heads, analogies, abstract symbolism, clever double entendre headlines, pictures whose point is obscure, are ex-



CROWD PSYCHOLOGY, whether operating at an American League ball-park, in a bull-ring or on a strife-torn plaza anywhere, follows a well-defined behavior pattern.

From this living room experiment and systematic studies such as those described above, a dramatic conclusion appears:

There is a cultural lag in the use of television as a communications medium. Television commercials are still being written for radio, depending mostly on words for the communication of ideas.

A theory of how to make pictures talk—we might call it "a language of pictures," needs to be formulated.

In the absence of such a language, or theory, literally hundreds of millions of dollars of television investment turns up with low performance ratings.

Could there be any more compelling demonstration of the practical value of theory?

In the building of communications theory, the social scientists are making a contribution that holds great promise for the public relations profession.

Our Chief Psychologist at Opinion Research Corporation, Herbert Abelson, has surveyed recent research on how attitudes and opinions are changed under the title of "Some Principles of Persuasion."* I should like to use a few case studies which are described in this survey to illustrate how social scientists are developing a theory of communication and how the implications of their work have practical meaning and application for the public relations practitioner.

On the scale of verification communications theory, like all theory, runs all the way from hunch, guess, and impression, through a middle ground which we might call the test of practical experience, to a point on the other side of the scale which we can label evidence from controlled experimentation. The social scientist tries to work as much as possible in the latter segment. Initially he may use hunches to spin hypotheses, but he soon sets up experiments or makes surveys or otherwise gathers suitable objective evidence that enables him to test and validate his impressions.

Here is one practical question which has received research attention: are more people, persuaded when conclusions are drawn for them, or where they are left to draw their own?

The research evidence so far appears

*Copies may be obtained by writing me at 44 Nassau St., Princeton, N. J.



GOOD EFFECT is noted in achieving understanding when group methods enlist the participation of all members in conference.

eGroup Helps To hPatterns.....

amples of communications techniques that involve mental work and demonstrably result in decreased performance.

Requiring the respondent to draw his own conclusions increases mental work. Drawing conclusions for him reduces mental work.

This principle of mental work applies to people of all levels of intelligence, not just to twelve-year-olds or the mentally defective. How many times in the past month have you, the reader, failed to absorb an idea because the communicator required you to undertake mental work?

Another example of social science at work on problems of interest to the public relations practitioner is in their investigations of the effectiveness of different kinds of appeals. Here is one compelling instance: How do people react to appeals of fear? One research study finds that mild threats are more persuasive than strong fears.

Janis and Feshbach prepared three 15 minute lectures on dental hygiene which they presented to different groups of high school freshmen. The lectures all ended by recommending proper steps for the care of the teeth and gums. But the body of the lectures differed in presenting the consequences of neglecting to take care of the teeth. The strong lecture, illustrated with pictures of diseased mouths, contained references to cancer, paralysis, blindness, etc. as a result of mouth neglect. The mild lecture, illustrated with pictures of fairly healthy mouths, only spoke about the inconvenience and temporary pain of cavities and minor teeth and gum ailments. A week before the lectures were given the experimenters found out exactly what kind of care each student was giving his teeth. A week after the lectures, they asked again for this information. They found that the students who were subjected to the mildly threatening lecture had changed their habits and were sticking quite closely to the recommendations made in the lecture. But the students that were severely scared weren't caring for their teeth much differently from the way they had been before they heard the lecture.



CLINICAL PSYCHOLOGY, as in this class at Rochester University, studying sound stimuli, is attempting to apply the scientific method in the study of human relations.

Interestingly enough, a year later the experimenters went back to the same students and found that the effects of the different lectures persisted: the group that got the mild threat was still abiding by the recommendations of the lecture, and the group that got the strong threat was doing no differently from before.

In explaining their findings, the experimenters point out that a strong threat may be so frightening that the audience focuses all of its attention on the threat itself, and doesn't pay much attention to the recommendations about how to avoid the trouble. It is also possible that when an audience is scared, it becomes angry with the speaker for frightening it, and in its resentment refuse to believe what he is saying.

Some social scientists are studying the influence of groups on persuasibility, an area of investigation which holds great promise as a source of important knowledge about changing opinions and attitudes.

One ingenious study that demonstrates the effect of the group on the individual — under conditions where you would least expect group influence to have any effect — was conducted by Solomon Asch at Swarthmore College. Eight people took part in each repetition of the experiment, one being the actual "subject" and the other seven being "in cahoots" with the experimenter. All eight members of the group were asked to match an ordinary line with one of a set of three other lines, only one of which was clearly equal in length to the test line. The actual sub-

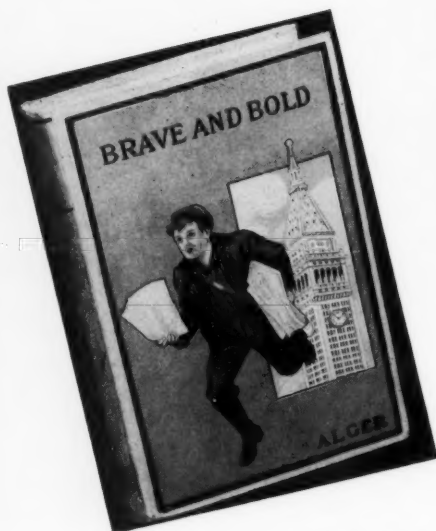
ject was called on last for his judgments. Meanwhile he heard the seven conspirators intentionally call out wrong answers. The findings show that in half or more of the tests fully one-third of the subjects joined the majority in their absurdly incorrect judgments. That these errors of the subject were a result of group pressure was clearly indicated by the fact that control groups, not subjected to experimental conditions, made virtually no errors. This was one case in which the subjects believed other people more than they believed their own eyes.

Another experimenter wanted to test the idea that the individual expects the

Continued on Page 24



BAD EFFECT in seeking clear communications is shown in study of television's inept, talky commercials which don't come through.



ALGER HERO
Horatio saw
it differently.

The Fictional Business Leader: Unflattering Is the Portraiture

Management Fares Poorly In Literature,
Says This Critic, Who Finds the Genesis
of Disdain in Wide Misunderstanding

by ROBERT A. KAVESH*

Assistant Professor of Economics
Dartmouth College

In the image of the capitalist and executive projected by American fiction, the modern businessman can take little comfort or pride. Typically, novelists have viewed business with suspicion. In most novels written since Horatio Alger's glorified accounts of pluck and luck, business has loomed as a giant conspiracy and the businessman as a greedy opportunist or a vulgar and insensitive materialist.

The far-reaching consequences of this for the public relations of American industry are fully appreciated only by those who understand the true power of the novel as a cultural influence. In the shallow view, this influence is not thought to be great because even the most successful novel is read only by a fairly small fraction of the total population. The discerning public relations practitioner, however, will not be deceived by any such quantitative notion. He will realize that the readers of novels

tend to be those who lead rather than follow public opinion. By the leverage of these people, the novel exerts an immense influence on opinion and attitudes far beyond the circle of its own readers. This is not to mention the further fact that the novel often goes directly to the minds of the millions by means of television, the radio, the stage and motion pictures. Public relations can ignore the influence of the novel only at great peril.

Against the background of the convulsive changes that began to take place in economic life a century ago, it is not surprising that novelists were moved to protest. Accumulation of wealth by some businessmen whose sole distinction was financial success led writers instinctively to deplore the absence of intellectual and cultural attainments. Yet the almost unanimous antagonism of novelists toward business and the lack of variety in fictional characterization of businessmen are startling.

Ordinarily, novels bring us face to face with a range of characters. We read about lawyers, physicians, or politicians who are greedy or generous, reflective or unthinking, honest or deceitful, cultured or boorish, and so on. We might thus expect to read about all kinds of businessmen. But a reading of some 125 American novels dealing with business in one form or another shows otherwise; invariably we encounter a disagreeable portrait, if not a caricature.

Business has often been equated with monopoly in all its predatory trappings.

In "The Octopus," Frank Norris' description of a railroad network as a bloodthirsty monster is representative of the bitterness expressed by many novelists: "The map was white, and it seemed as if all the color . . . had been absorbed by that huge sprawling organism, with its ruddy arteries. . . . Against this pallid background the red arteries of the monster stood out, swollen with life-blood, reaching out to infinity, gorged to bursting, . . . a gigantic parasite fattening upon the life-blood of an entire commonwealth."

As for the businessman himself, Charles Francis Adams summed up a prevailing attitude among men of letters in his "Autobiography," published in 1916:

"I have known . . . a good many 'successful' men—big financially— . . . and a less interesting crowd I do not care to encounter. . . . Nor is one of them associated in my mind with the idea of humor, thought, or refinement. A set of mere money-getters and traders, they were essentially unattractive and uninteresting."

Why novelists have been so unswerving in their condemnation is no easy question to answer, nor is it possible to generalize with complete accuracy and fairness. For, beginning with the post-Civil War era, business for a brief period was idealized.

ROBERT A. KAVESH is a native of New York City and received his doctorate degree from Harvard University. He is presently Assistant Professor of Economics at Dartmouth College.

Works published by Dr. Kavesh include: "Some Economic Consequences of Nuclear Power," 1953, and "A Theory of Group Monopoly Power," 1955. From 1953 to 1955 he conducted a weekly radio program, "The Economic Scene," and in 1955-56 served as secretary of the Regional Science Association of America.

*Study sponsored by the Amos Tuck School of Business Administration, Dartmouth College, as part of a grant from the Alfred P. Sloan Foundation.



BUSINESS FINDS FEW FRIENDS on today's bookshelf and even less in the way of understanding.

Horatio Alger, Jr., perhaps the first popular American writer to emphasize the businessman in fiction values, was a powerful influence. Alger's stories invariably concerned the "struggle upward" of a poor but worthy lad, culminating on a note of actual or impending business success. Chance was a decisive element in Alger's works. Ragged Dick might be honest, capable, and clever, but until he saved the rich merchant's child from drowning his future looked bleak. His stroke of luck in rescuing the right party redeemed him and left the reader with visions of Dick's future success and happiness.

Alger's phenomenal literary success and influence reflected the optimism of his times. "Laissez-faire" was the supreme American economic ideology, and it was the lusty individualism of Alger's heroes that inspired the reader. Adam Smith, though refined by Ricardo and Mill, was still the major economic guide.

Among intellectuals, Darwin's analysis of the development of species in the animal world was cited to justify the fortunes of the rich, as were the writings of Spencer in England and of Sumner in the U. S. "Survival of the fittest" is a term which springs from the period 1850-1900; to acquire riches was to prove one's mastery over environment, one's fitness to survive. As long as each person was allowed to seek his own salvation the cream would rise to the top.

Even religious sanction accrued to the acquisition of property, and riches were interpreted as a sign of Divine approval. Virtue became identified with wealth, and poverty was attributed to sloth. Evangelist Russell Conwell, whose "Acres of Diamonds" speech was echoed throughout the nation, apparently felt that economic status was a direct measure of worthiness. "I sympathize with the poor," he said, "but . . . to . . . help a man whom God has punished for his

sins . . . is to do wrong. . . . It is all wrong to be poor, anyhow."

Against this background of scientific and religious justification for self-determination in business, the great fortunes of Rockefeller, Carnegie, and Morgan were amassed amid praise.

But the country was undergoing basic and far-reaching changes. The decades following the Civil War witnessed a tremendous surge of production. Cities mushroomed in size, the nation became integrated by a net of railway lines, immigration and high birth rates swelled the population. And with these transformations came protest.

Labor, fearful of the influx of foreign workers and the new technology, stubbornly sought recognition. Conflict of interest grew between the railroads and agriculture, as depicted by Frank Norris in "The Octopus."

Slowly, some groups began to turn
Continued on Page 22



CONWELL

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Americans Are Interested
In Things European:



CLASSICAL MONUMENTS



FAMOUS ART



SCENERY



SKILLED CRAFTS



NOTED PERSONALITIES
AND SEE NEXT PAGE ➡

Europe's Hottest News Story? It's the U.S.A.!

Editors Abroad Are So Keen
For Features About Americans
That They Pay Well for Copy

by TOMAS D. W. FRIEDMANN
Manager, P. I. P.

Many a brickbat has been tossed at the United States by its critics abroad in recent years; we've heard such unkind things as "Yank, go home!" for a good while now. But if anybody doubts that the peoples of other lands take the keenest interest in things American, he needs only to look at a unique publicity service, called "P.I.P.," which is thriving on that interest.

"P.I.P." (for "Photographs — International Publicity") finds that the craving abroad to learn more and more about the new things being made and done in the United States is so great that it doesn't even charge its American clients for distributing their publicity in the rest of the world. Our service just charges the publications which print the publicity, and finds them happy to pay.

The other day a prospective client asked, "What can you offer me that I can't get from other press services?" It was a familiar question, and one which demanded a simple, direct response. "International publicity service—free," I told him. The look on his face of surprise tempered with disbelief was also

familiar. "What's the catch?", he asked. "How can you do business this way?"

There was no catch, I explained. Where other services charge for distribution of material and hold their clients to contracts, P.I.P. can operate on a "no-fee" basis to clients, because we are paid by newspaper and magazine editors. Our extensive personal contacts throughout the capitals of Western Europe, Japan, Australia, New Zealand, South Africa and Canada, are helping a variety of organizations, large and small, to find new markets for their products.

Not an advertising agency, P.I.P. specializes in promotion through picture stories with accompanying captions and editorial texts. Our experience with numerous publications abroad has taught us that where high-pressured advertising techniques draw decided "no's" from editors, publicity presented in a tastefully written editorial style wins enthusiastic acceptance. Moreover, popular magazine and newspaper editors abroad prefer material from an agency to publicity handouts because an agency guarantees them first rights. By consistently maintaining a first-rights policy, P.I.P. has gained the trust and cooperation of some 200,000 publications throughout the world.

Just recently Italy's "Epoca" published "The Life of Henry Ford" as it appeared in "Life" magazine, and carried it in three consecutive issues with a total of over 14 pages. This same feature received a three-page spread in the popular Australian "A.M.," another three pages in one of Japan's most influential

TOMAS D. W. FRIEDMANN, manager of P. I. P., spent 18 years abroad as a freelance photographer, joining the Associated Press in 1948 as a staff photographer.

The formation of P. I. P. in 1951 was an outgrowth of a desire on Mr. Friedmann's part to bring an authentic representation of culture and commerce in the United States to a greater overseas public through picture stories. In the same year some of his photographs won him an award from LIFE Magazine.

weeklies, and was picked up by publications in Sweden and Germany.

A group of General Electric articles dealing with such timely topics as man-made diamonds, X-ray advances and new machinery won wide acclaim abroad, as did a feature on the Sloan-Kettering Institute's highly successful animated cartoon on combating cancer.

A story on the new private submarine manufactured by Aerojet of California, not only saw print in various countries but alerted an interested customer, who decided a submarine of this type would facilitate his mother-of-pearl prospecting in the Persian Gulf.

Another feature on plastic car bodies published in Canada, prompted a flood of letters from Canadian readers inquiring about the purchase of a ready-made plastic car.

Of particular interest to the general readership abroad are picture stories about life in the United States; not life as it is artificially represented in many of our Hollywood movies and commercial ads, but down-to-earth, authentic representations, such as appear in our own "Life," "Look," "Harper's Bazaar," and other news, entertainment and science magazines. With this in mind, P.I.P. carefully screens all pictures and editorials submitted, selecting only those which accurately tell the story.

As increased travel and communication facilities are making the world a smaller place to live in, the U. S. is discovering a vast, new audience abroad. Curious, receptive and eager for vital details, it is an audience that wants to know all about us. It is also an appreciative audience, as evidenced by the many valuable comments and suggestions received to P.I.P. stories on the Pennsylvania Dutch, Las Vegas, Reno, Radio City Music Hall, and our latest story on North American Aviation's supersonic jet bailout.

With an eye to the clothes-conscious European woman who wants to know and see what her American sister is wearing, P.I.P. services its associated editors with more than 2,000 fashion photos each month. And for those whose interests have broader horizons, P.I.P. brings current news ranging from politics to human interest stories in a newly syndicated column entitled "What People Are Talking About in America." At present, this column is appearing weekly in the German press, and we expect it will soon be picked up by other magazines and newspapers all over the world.

Continued on Page 28

Europeans Are Interested In:



AMERICAN
SCIENCE



AMERICAN
INDUSTRY



AMERICAN
JAZZ



AMERICAN
MERCHANDISING



AMERICAN
FASHIONS



AMERICAN
PRODUCTS



AMERICAN
POLITICS



JUST
AMERICANS

A NEW
MOTION PICTURE

"The Right to Compete"

*A 16mm film in Technicolor
Narrated by
Westbrook Van Voorhis
Running time: 14 minutes*

*Produced for
ASSOCIATION OF
AMERICAN RAILROADS
Transportation Building
Washington, D. C.*

THIS NEW FILM . . .

- . . . Discusses recommendations which are at the heart of the report of the Presidential Advisory Committee on Transport Policy and Organization;
- . . . Traces the course of competition as one of the creative forces that has made this country sound, strong and prosperous;
- . . . Speaks out in favor of allowing the regulated forms of transportation more freedom to price their services in competition with one another.
- . . . Is designed to help bring about a better understanding of today's transportation situation.

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*Bookings for any given date
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205 East 43d St.*

Lost Chords on the House Organ

Industry's Big Investment In Employee Publications Will Bring Returns If Issues Are Met Squarely and Frankly

by WILLIAM C. HALLEY

Few offspring of public relations have grown so spectacularly as employee publications. Multiplying almost while you watch, they drop from the press in stacks as high as a cost accountant's eye. Today, well over 10,000 employee organs are being sped on their way with management's blessing—and with the hope, however fuzzy, that they will enhance the employee's understanding and enlarge his view.

This mountain of paper is often cited as a monument to management faith in publications. It reputedly symbolizes management's awareness that U. S. business can not remain voiceless when even the Tuesday Afternoon Chaucer Society has its information secretary.

But today, most public relations practitioners do not take so roseate a view. The quantity of employee publications may be applauded, but their quality is very often deplored. Though management's ardor for better communications may be at crescendo, its house organs

speak with marvelous softness. In the industrial symphony, they are like the harps, playing minor themes in muted tones that employees will never hear.

Unfortunately, the slings and arrows of outraged communications men are felt only by professional colleagues. There is serious doubt that they create much impression on a busy industrial plant. To the general charge that publications are "inocuous," the preoccupied manager may merely liken himself to King Lear, bedeviled by ungrateful daughters.

For the biggest problem faced by most employee papers does not sound like a problem: management is satisfied. It is content with what it is getting. Seldom does a paper get the kind of probing analysis devoted to a production problem—the kind of management challenge that asks, "What is our purpose? What are we trying to do with this publication?"

As a result, many managements do not think of a publication as primarily a management instrument. Still in the background lurks the hoary notion that a paper is a "nice thing" or a prestige item rather than a communications tool. The publication is a plant activity that often can bumble along year after year without fundamental re-appraisal.

Almost always, management likes its publication. It demands little management attention; it is pleasing to the eye; it runs two colors at Christmas; and it

WILLIAM C. HALLEY knows employee publications from the foxhole post of the plant editor, as well as from his present vantage point as head of the Du Pont Company's publications advisory service. A native of Pennsylvania, he attended Bethany College and Wisconsin University and entered industry from educational work. After hours, he is a Civil War buff and, evidencing his patient nature, a Pittsburgh Pirates fan.

SO IT'S WISE TO BE SURE
THEY KNOW ALL THE FACTS ➡

PEOPLE WILL TALK



IN THE CAR POOL



OR THE BEAUTY PARLOR



OR THE LOCKER ROOM



OR THE CORNER DINER





THE KAFFEE-KLATSCH CAN KILL YOU. *Wives in a plant community exert an extremely powerful influence and when working on a false premise, they can be deadly.*

tickles employees. It is eagerly read; just see, for example, the clamor to get wedding pictures into print.

Thus, the overall sales problem can be stated thus: How to convince a management that it can get more for its publication dollar? That is, how to stimulate management to tackle more than "moral" subjects; to use the paper to inform employees about the business; to interpret social and economic problems that are important to company and employee; to do some hard selling on competitive enterprise and the benefits it has brought

to the employee; and, most important, how to convince management that it must devote the time and obtain the editorial talent required to handle these subjects interestingly and persuasively.

One of the best ways to start, Du Pont experience indicates, is to cite case histories—concrete examples of stories that produce tangible results on plant and operational problems that are the manager's prime concern day in and day out.

Impact of many stories, of course, defies measurement. But some local messages do get immediate, tangible effects.

And spotlighting them often results in dramatic upgrading of publication content.

Following is a random sampling of the kind of case histories that have proved most useful:

1. COST REDUCTION: On a 1,300-man cellophane-manufacturing plant, a study indicated that power consumption could be substantially reduced. Management used the employee publication to spearhead a plant-wide power savings program. In issue after issue, stories and pictures described to employees the cost of power per man, the estimated savings possible, and listed specific ways by which employees could conserve steam, heat, water, electricity and brine. Employees were encouraged to submit suggestions.

Results: The number of suggestions received was double the number for the same quarter in the preceding year. Many were power conservation suggestions; a number specifically mentioned the stories in the plant paper. In conversations with employees, supervision frequently got a playback of facts from the paper. Management, lauding the role of the paper in stimulating interest in the campaign, estimates power savings for the year at \$100,000.

2. RUMOR PREVENTION: On a 3,000-man chemicals plant, when steps were taken to modernize a routine process, many rumors began to circulate to the effect that "this conversion might cost a lot of us our jobs—it may call for less men." Meeting speculation head-on, the management and its editor prepared a factual report on just what the conversion was to accomplish, how long it would take to complete and what effect it would have on personnel.

Continued on Page 25

EMPLOYEE PUBLICATIONS CAN HELP TO:



CURB LOSSES by sponsoring quality programs which relate care to job security.



CURB FEARS by putting new technical developments into their proper perspective.

TERM	FANTASY	FACT
Liabilities	 Things which threaten financial progress, such as the accumulation of unpaid bills, are heavy liabilities. They are a burden on the company's cash flow.	 The financial statement has liabilities listed on the right side of the balance sheet. A large liability is a heavy burden on the company's cash flow.
Reserves	 A reserve is a sum of money set aside for future use. It is a safety net for the company.	 Reserves are a company's financial cushion. They are a safety net for the company.
Preferred Stock	 Preferred stock is a type of equity security that has a higher claim on assets than common stock.	 Preferred stock is a type of equity security that has a higher claim on assets than common stock.
Depreciation	 Depreciation is the process of allocating the cost of a tangible asset over its useful life.	 Depreciation is the process of allocating the cost of a tangible asset over its useful life.

CURB MISUNDERSTANDINGS about U. S. business by dispelling mysteries.

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Distribution of sponsored public relations films via television, theatres, and 16mm audiences is the job that is being done by Modern for hundreds of leading business concerns and trade associations. Just as you call on the services of a qualified producer for the production of your film, you should also call on the services of a qualified distributor to make certain that your motion picture reaches the screen in front of the people who are important to you.

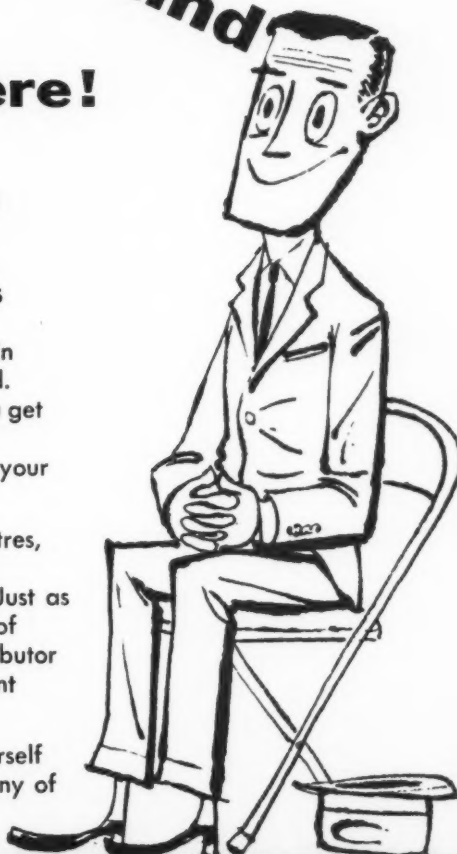
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CHICAGO DELaware 7-3252
140 E. Ontario Street, Chicago 11, Ill.

DETROIT TEMple 2-4211
956 Maccabees Building, Detroit 2, Mich.

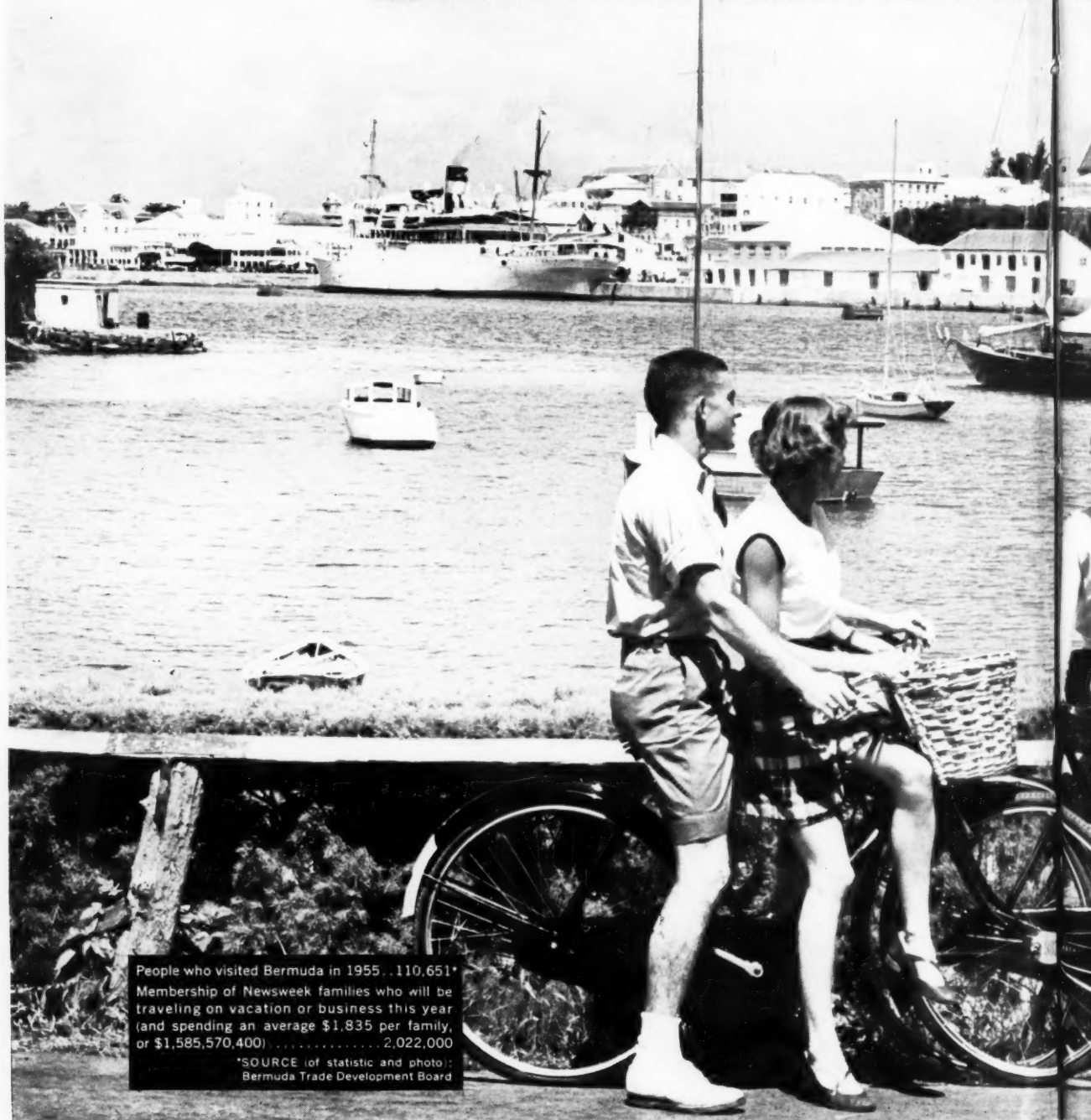
LOS ANGELES MADison 9-2121
612 S. Flower Street, Los Angeles 17, Cal.



Modern
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It would take Bermuda 18 years to accommodate

all the Newsweek families who will b



People who visited Bermuda in 1955 . . . 110,651*
Membership of Newsweek families who will be
traveling on vacation or business this year
(and spending an average \$1,835 per family,
or \$1,585,570,400) . . . 2,022,000

*SOURCE (of statistic and photo):
Bermuda Trade Development Board

be traveling in 1956



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America's
Most
Significant
Million



SHOP TALK will prove less mystifying to parochial school teacher after visit to plant workrooms.

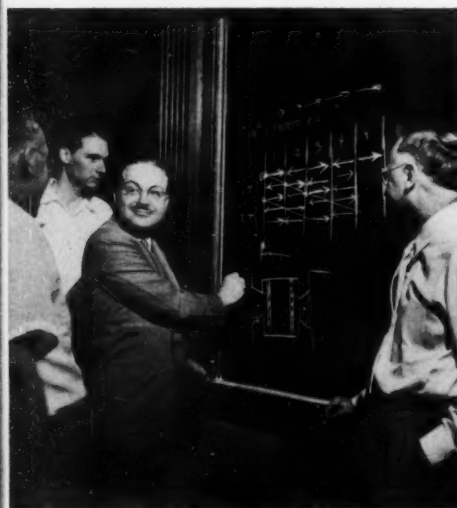
Wider Horizons for

That's the Objective of G.E.'s Well Rounded Plan Aimed at Closer Understanding In Industry and In the Nation's Classrooms

by **KENNETH G. PATRICK**
Manager — Educational Relations
General Electric Company



HOMEWORK FOR TEACHERS? In Purdue dormitory, two delegates practice what they preach.



BLACKBOARD ROOM—G. E. scientist explains what he means to teachers during course at Case.

The economics of public relations cannot be ignored completely so long as the device known as the budget remains in general use, but it is fair to say that cost accounting is not generally considered to be the first arrow in the quiver of a public relations practitioner. Nevertheless, he must keep his eye on how much it is likely to cost to produce a certain result within a given time. At first glance the outside dimensions of the undertaking to be reported here—summer programs for high school teachers—might be frightening to a profession accustomed to thinking primarily in terms of mass results. This is a project that has now been spread over a period of eleven years, has cost upward of a half million dollars, and has been directed at an audience of 1350 people.

Yet the sponsors feel that seldom, if ever, have the dollars invested yielded greater mileage and satisfaction; the co-operating educational institutions are enthusiastic over the results; and so far as can be determined, the individual members of the special "public" which has been the target of the effort—the teachers—are eager and happy witnesses. Most important, the results can be both counted and measured.

KENNETH G. PATRICK is manager of Educational relations of the General Electric Company. Joining GE in 1929 as a publicity representative, he was placed in charge of all company consumer publicity in 1935. He was appointed to his present position in December 1953.

A native of Muskegon, Michigan, Mr. Patrick is a graduate of Michigan U. and of the Fordham University Law School, LL.B., class of 1946. He is a member of the New York State bar and holds an honorary LL.D. from Eureka College.

The shortage of scientists and engineers has been so insistently discussed that it must almost be the best-known fact of 1956, along with the other importantly dramatized facets of the national education picture—corporate support, the tidal wave of new students caused by expanding population, the vital need for new facilities and lots more money, faculty compensation or lack of it, new scholarship programs, the White House Conference, and integration versus segregation. But the majority of those who have worried in public have thought of the scarcity of technical manpower primarily in respect to national security. There has been more concern over what might be going on in the Soviet Union, at least among the missile-minded, than there has been concern over what has been going on for a long time in our own secondary schools.

Companies such as General Electric, or Du Pont, or Westinghouse, which because of the nature of their business have a high proportion of college-degree functional specialists in their workforce, have long understood the extreme importance of the junior and senior high school years to the ultimate success of their respective businesses. Buying habits, working decisions, career decisions, aptitude development, the beginnings of economic and social maturity, and attitudes toward the business system all begin to stir and percolate and take shape during the secondary school years. The actual size of the country's reservoir of educated manpower is probably determined ten years back in the educational experience of the individuals making the step from education or the armed services into business. It is particularly true that the portion of our educated manpower supply consisting of

Teachers

scientists and engineers is so determined, for a couple of very good reasons. Their names are mathematics and science, and the most important of all is mathematics.

Many adults would be surprised to discover that it is possible to go through high school today with little or no mathematics. In many instances the math subjects, which used to be compulsory, are electives. To most kids they were never very attractive anyway, because they meant hard work, and often they were taught as somewhat remote and theoretical mental disciplines without application or advantage in later years. One of the more dangerous results has been the tendency to teach a mish-mash of nothing in particular—when my daughter was in junior high school she pleased me by coming one day to say she was studying trigonometry, but startled me the next day to say she was now studying municipal bonds; the class was finished with trigonometry!

In terms of specific future engineers and scientists, perhaps the high school courses in such subjects as chemistry and physics are not absolutely necessary, since the ground will be covered again and much more thoroughly in college. But it is necessary to stimulate interest in the sciences in some manner, through science fairs or supplementary activities, or by some inclusion in the curriculum. The new teaching museums, such as those in Boston and Chicago where the stuffed owls have given way to operating exhibits, play an important role. But mathematics is another matter entirely. As a prerequisite for college work in science and engineering it is a must. In fact, in an age such as ours, it is a prerequisite for modern living no matter what an individual career choice may be, and treating it carelessly in the secondary school curriculum amounts to criminal negligence.

All of this means one thing very clearly — the high school science and math teacher has an importance to business and industry, and to the country's need for educated manpower, that it would be difficult to overestimate. Today it seems very obvious, but this was not always so. The nuclear physicist and the metallurgist, to name just two examples of talent necessary to survival and prog-

Continued on Page 28



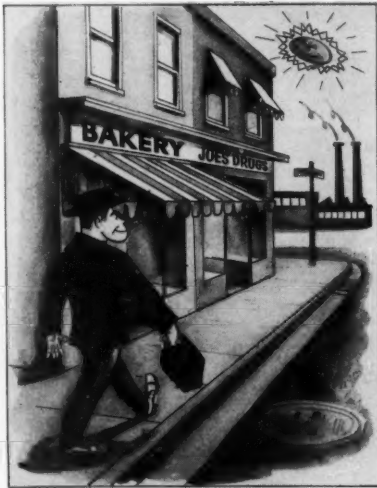
RELAXIN' AT SUNDOWN—Teachers take it easy on sun porch at Mela Park at close of day's sessions. Comfortable quarters and time for rest help make program effective.



SHIRTSLEEVES SESSIONS find teachers and General Electric officials lunching together in informal atmosphere which makes most of opportunity for personal associations.



TEACHERS PET? Contented animal snoozes through classroom session. At right, front, is G. E.'s noted scientist, Dr. W. D. Coolidge, of X-Ray tube fame who met with the group.



An early start helps . . .

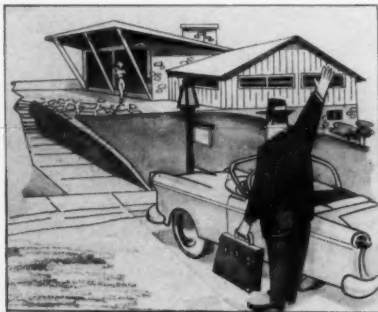
What Do You Do All Day Long?

Weary of Answering This Old Question, a Public Relations Executive (An Old Sea Dog) Offers His Log in Evidence

Anonymous

EDITOR'S NOTE: When nonprofessionals ask questions of public relations people, almost the first thing they want to know is, "What do you do?" The editors of the **PUBLIC RELATIONS JOURNAL** prevailed upon the assistant director of the public relations department of a sizable company to keep a log of his activities on what promised to be—and in fact turned out to be—a more or less average day. His play-by-play account of what he did was written up later from brief notes made at the time.

7:45 A.M. Unlocked outer office, turned on lights, hung up coat and hat, and went into private office. Turned on lights, raised Venetian blinds, unlocked desk, rearranged gear on work table such as calendar pad, pens, ash trays, etc. (which the cleaning women muss up so you'll know they were working), opened brief case and deposited work done at home the night before in the "Out" basket. Settled down to scan (not read) the first of five morning papers I look at daily.



Home is the brief-case, home from the mill . . .

8:00 A.M. Secretary arrived, and so did head of clipping room. The latter had gathered, at my request, a batch of papers containing headlines we planned to use in a montage in a movie we have in production. We sorted over the sheets and determined the ones to be clipped.

8:10 A.M. Dropped in on an assistant to discuss the implications on industrial public relations of a newspaper column. The columnist said the Democratic National Committee planned to challenge the right of large corporation to spend money for advertising copy regarded by the committee as having political implications. It seemed to us this was a cloud, much larger than a man's hand, presaging another Buchanan Committee. We had two reactions: first, that liberals as a group do not believe in free speech, but that rather they believe in something quite different, free speech for themselves alone, attempting to discredit or silence anyone else who attempts to use that right; second, that, knowing this, companies ought not to stick their necks out with copy that could be construed as political.

8:25 A.M. Began working on "In" basket, which now contained a goodly pile of releases for final review, the morning's mail, clips from morning papers, a few letters dictated the day before for signature.

8:45 A.M. Dropped in on an assistant to discuss the agenda for next June's educators' seminar, since we must have this organized well in advance, and since it is my direct responsibility.

9:05 A.M. Called to the office of the chairman of the board (I had asked to see him) to discuss his role in the educators' seminar. This concluded, we resumed an earlier discussion of the way the fact of a company's bigness can best be handled by the public relations department.

9:35 A.M. Dropped in president's office on the chance he was available, as I had to discuss with him the statement he was to make at the annual meeting next month. He was free, so we spent a few minutes reaching agreement in principle on his remarks, leaving the details to him.

9:50 A.M. Again dropped in on an assistant to hash over the conversation with the board chairman.

10:00 A.M. Back in office, and called in clipping room head to ask her to begin a study of releases for ten years back, in preparation for a memorandum to the board chairman on our handling of the bigness issue.

10:05 A.M. Head of Information Division in to report on press handling of a rather important release of the day before.

Continued on Page 26

Those who are really being honored...

the physicians and medical research scientists

of America



Lasker Award statuette



We are proud that our television series on the NBC network, "The March of Medicine", has been selected to receive the first Albert Lasker Award in the field of television and radio.

But we feel that those *really* being honored are the physicians and research scientists of America.

These men—their dedication, their hospitals, their laboratories and their loyal staffs—have made it possible for "The March of Medicine" to report the story of medical progress to the public.

The Lasker Awards heretofore have been bestowed on many of the nation's outstanding medical scientists and journalists. As a member of the pharmaceutical industry, we are particularly grateful for the honor represented by this award.

We are also grateful for the support we have continually received from the American Medical Association, which has cooperated in this series from the very beginning.

Francis Boyer

Francis Boyer
President
Smith, Kline & French Laboratories

The Fictional Business Leader

Continued from Page 7

away from unregulated competition. Whether or not the novelists accelerated this shift or merely reflected it is debatable, but by 1880 the changing outlook had become apparent in contemporary novels. Howells was the first major literary figure to indicate disillusion with the "survival of the fittest," the first of a long line of writers to produce novels of social protest. Frank Norris, Hamlin Garland, Upton Sinclair, Theodore Dreiser, Sinclair Lewis, John Dos Passos, and John Steinbeck are among the others who have criticized businessmen as "heartless" or "Philistines." Although the form of the novel has changed materially over the past 70 years, the position of the businessman remains remarkable static.

If the origin of the novelists' antagonism lies embedded in turmoil, the perpetuation of this animosity must be sought in more subtle changes. The emergence of the modern large corporation was perhaps the most readily observable. Alger's merchant-manager gave way to the pool, trust, and finally to the holding company. The separation of ownership and control defied traditional concepts of profit as accruing for both risk-taking and management. Thus, despite the lip service to competition, it

seemed to more and more citizens that the foundations of economic freedom were being undermined.

To the novelists of the 1880's and later decades, it appeared that specialization took the heart out of work. Howells' "Silas Lapham" sadly recounted the decline of a self-made man, dedicated to craftsmanship and individualism, who was technologically displaced.

The novel in this period reflected also concern over the decline of small-town ways. The growth of cities is the history of business; the big businessman is the symbol of the city; and the city became the symbol of degradation. In America the cities became the homes of the later immigrants and saw wide extremes in the development of industry.

Writers could forgive occasional shady deals for money or power, but never the seeming insensitivity of businessmen to matters intellectual and artistic. Novelists perhaps concluded that industrial leaders had always been and would always be dullards, with no appreciation for the finer things in life, a view surviving into the present day. Sinclair Lewis' "Babbitt" has even rated a dictionary entry as a term denoting a prosperous, complacent, middle-class citizen



Robert A. Kavesh

who conforms to business ideals of success. John P. Marquand's "Willis Wayde" typifies the businessman who forces himself to read because it is "the thing to do."

If the general description of the American businessman as seen in most novels is one-sided, much of the misunderstanding might be traced to a tendency of many novelists to portray the extremes of behavior. Thus the businessman's profit motive becomes not a reasonable goal but an obsession. But the emphasis has been overwhelmingly critical—much more so than in the case of doctors, for instance, or scientists. Will this antagonism and stereotyping continue to prevail or can we expect drastic or subtle changes in the way writers characterize their businessmen? The actual contrasts in business practices between the late nineteenth century and today, as well as changes of those intangible features which writers find so odious in businessmen, hold the answer.

Ethical motivations over the past century have been transformed. Men like Gould, Vanderbilt, and Fiske come down as cheats or opportunists, although historian Allan Nevins has suggested that a re-examination of this era may lead to a more sympathetic appraisal. Even granting the unlikely fact that such extremes of business behavior represented the norm for those years, it must be borne in mind that American society had very little in the way of precedent to judge these actions, and less in written law. The actions of the corporation financiers were new to a business community accustomed to the ways of small enterprise. And this indecision—this inexperience with the new problems created by the growth of large corporations—came when the "law of nature" advo-



EXECUTIVE SWEET? Not as seen in the movie "Executive Suite" made from Cameron Hawley's novel. Some of the management types were portrayed as brutal or unprincipled.

cates were justifying a strictly hands-off policy. William Graham Sumner stated the alternatives bluntly:

"If we do not like the survival of the fittest we have only one possible alternative, and that is survival of the unfittest. The former is the law of civilization; the latter is the law of anti-civilization."

But to leave the matter fifty years in the past and ascribe the same outlook to the businessman of today is patently unwarranted. Perhaps similar economic and noneconomic factors serve as motivations for profit-seeking activity (even this might be disputed), but the institutional framework in which businessmen now operate has been considerably modified. Society has found itself able to prescribe rules of conduct. No longer is the public ambivalent towards questionable practices—they prosecute them openly or subject the party to stern denunciation. As Stewart Holbrook ("The Age of the Moguls") has commented, "... Under present-day rules, almost every man would face a good hundred years in prison."

Not only have the rules changed, but so have the businessmen. The modern owner or executive is generally not guilty of practices that violate today's laws. While acknowledging how difficult, if not impossible, it is to compare levels of ethics, it seems reasonable to state that the businessman of today is operating on a higher level of business ethics and of public responsibility than his predecessors.

Will the traditional business stereotype continue to dominate the novel? There are straws in the wind which seem to portend a change.

In dealing with businessmen in the past, novelists have seized upon instances of business misbehavior and have constructed character sketches in keeping either with the dynamic, ruthless stereotype or the plodding, unthinking one. But, as both the nature of business and its leaders shift, and as these changes become better known, can novelists claim that they are being realistic when they cling to memories of the past?

When is a fictional character "real"? It is real, wrote E. M. Forster in "Aspects of the Novel," when the novelist knows everything about it. Clearly, if novelists continue to reflect the late nineteenth century attitudes, their characters, except in historical business novels, will be out of place both chronologically and functionally.

Perhaps what are needed are guides to realistic business sketches. And here

there are indications of gaps being filled. In recent years, many factual studies of business life have appeared and a few novelists have attempted to study business as it exists today. For example, Cameron Hawley in "Executive Suite" and "Cash McCall," and Howard Swiggett in "The Power and the Prize" have written of the drama of corporate management, and in so doing have added fresh new dimensions to the portrait of the modern executive. Their heroes are human, practical men, although Hawley's protagonists seem modern stereotypes—a change from the almost naive type of hard-driving executive as perhaps best exemplified by Robert Herrick's portrayal of Van Harrington in "Memoirs of an American Citizen."

Incidentally, both Hawley and Swiggett were businessmen before they produced their novels. Their experience gave them the insight needed to portray "real" men in "real" situations. They were part of the modern business complex and knew how it operated. Throughout the years, however, very few novelists have come into contact with corporation problems and, in consequence, have adhered to the models of the muck-rakers.

In almost every "economic novel," profits and power motivate the lives of fictional businessmen. The emphasis was on wealth and its forms of display; the playgrounds of the rich have supplied bizarre backgrounds for many novels and have been contrasted with the plight of the poor or the lack of recognition accorded the "artist." But today the gulf between rich and poor has narrowed in real life. The income tax has been an inexorable leveler. The standard of living of the lower income groups has improved greatly.

At the same time management has become professionalized; the novelist can rarely point to a large business today as an example of one-man rule. And with the growth of large corporations has come an upsurge in business giving. We have become accustomed to periodic announcements about new scholarships, grants, research funds donated by the businesses of America. Perhaps this change derives in part from salaried management having only a secondary personal interest in profit maximization, but more probably it is a deep realization of the positive role business must play in the upholding of high educational and cultural standards. (Interestingly enough, in "The Power and the Prize," the hero, an important executive, comes to understand his limited knowledge of

the "arts" and seeks to rectify matters in a thoroughgoing business way. The results are both humorous and tragic.)

These changes suggest that the novelist who turns to the contemporary business scene for fictional material is less likely to regard the "tycoon" as typical and less likely to find his theme in the conflict between rich and poor. Where might he turn, for dramatic material?

Tentatively it may be suggested that the focus might be the corporation itself and more particularly the executives who govern collectively. Such a tendency might minimize the "personal destiny" approach and substitute a group dynamics problem, with the businessman accorded a different treatment in keeping with his changing role. No longer would he be characterized simply as a money-maker with a single motive, but as a human being subject to varieties of economic and noneconomic pressures, such as demonstrated in "The Man in the Gray Flannel Suit."

No longer the villain of the piece, the businessman may appear in novels in a variety of roles, more adequately reflecting the range and variety of personalities that exist in the business world.

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The Gentle Art Of Persuasion

Continued from Page 5

group to be a source of explanation for new or strange experiences. The experimenter, Sherif, at the University of Oklahoma, made use of what psychologists call the "autokinetic effect": a person is seated in a pitch dark room, then a stationary pinpoint of light is turned on, and in a few minutes the observer reports that the light is moving. The light appears to be moving because of absence of a visual frame of reference — walls, floor, horizon, etc.,—gives the observer's eyes nothing to relate the light to. Different people will seem to see the light moving in different directions and at varying distances from its starting point.

Every subject in this experiment was first tested alone. For each of several trials, he was asked to report how many inches the light moved each time it was lit. After the subject had settled down to saying about the same thing each trial, he was excused from the room and another subject brought in and tested. Now here is the main reason for the experiment: after all the subjects were tested

individually they were brought together in groups of twos and threes and put through the experiment again. This time, each of them could hear the reports of the others. And even though they had started out with the widely different estimates they had developed individually, after a few trials they were all making about the same judgment. They had developed a group norm; or to put it another way, the group had provided an orientation for them that did not exist before. To make sure this was the case, the experiment was run in reverse: first the group sessions, then the individual ones. And in line with expectations, the standard that was developed in group sessions was maintained in the private ones.

Kelley and Volkart at Yale have cast further light on the subject of group influences on attitude change by their study of Boy Scout troops. A questionnaire administered to a Boy Scout troop had the disguised purpose of finding out which boys valued their troop membership highly and which didn't care much about being Scouts. At a later Scout meeting, a guest speaker, known to none of the boys, attacked the value of camping and woodcraft — keystones of the scouting program — and suggested the boys get their satisfactions from municipal activities. Following the speech, a questionnaire was administered to see whose attitudes were most influenced. The largest change showed up in those boys who cared least about their membership. In other words, attempts to change an individual's opinion or attitude will not succeed if his opinion is one that he shares with others to whom he is attached, and if the others do not go along with the change.

The influence of the group is of critical importance in everyday life. One of the classic problems of management is how to deal with the standards of output that workers set among themselves and which are far lower than their capacity. A rate-buster in a piecework system had better slow down or pretty soon nobody in the room will be talking to him, and some will be giving him an especially hard time.

In the November 1954 *Fortune*, William Whyte reports on a survey of consumer habits that made a study of informal communication networks, or

neighborhood groupings. The survey revealed remarkable similarity among the major appliances common to each household in the "net" and differences between households in a given group and other households even within the same block. In speaking about the acceptability of a given kind of appliance in the neighborhood (example, is it o.k. to buy a dishwasher), Whyte says, "It is the group that determines when a luxury becomes a necessity." The study showed strong criticism of the family without a TV set in a neighborhood where almost everybody had one. The few without were said to be depriving their children of the educational benefits of the medium. In this context, Whyte points out, "People must rationalize their purchases, and soon the nonpossession of the item becomes an almost unsocial act—an unspoken aspersion on the others' judgment or taste."

Individuals live their lives in many groups and are always being strongly influenced by group standards. Groups exercise powerful control over individuals through reward or censure, and through membership acceptance or ostracism. Hence it becomes important to understand group norms and work through groups to influence people. Pronouncements by group leaders is one obvious technique. Awards and recognition of groups is another. Another, and important, technique is persuasion through participation in group discussion. Get the group to talk about and agree on a course of action; they will be more amenable to following it than if they were told what to do.

Because communications is basically an artistic exercise, the lore that is public relations is likely always to lean more on the arts than on the sciences. But in the growth of human knowledge, practitioners have continually turned to science where scientific methods have been available and applicable.

Dramatic practical demonstrations are daily being made of increase in communications efficiency, through controlled experiment, through objective evaluation of specific communications efforts, and through the spinning of theory from the data that result. The formulation of any body of verifiable knowledge is a slow and painful task that literally has no end. But public relations is well launched on the building of its network of theory, and we can confidently expect over the next few years that "The Theory of Communication" will occupy an increasingly important place in the lives of public relations practitioners.

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Lost Chords On the House Organ

Continued from Page 14

Results: Supervision reported that rumors and speculation abated rapidly after the facts were made available in the plant paper.

3. COMMUNITY RELATIONS: At a 2,500-employee textile plant in a small southern town, adequate waste disposal posed a continuing management problem. A process change utilizing a new raw material was instituted and sharply reduced stream pollution. Using its plant paper, management prepared a feature story describing its efforts to cut pollution and pointing out that river waste had been cut 75 per cent in five years.

Results: Supervision reported widespread interest and favorable comment by employees. In addition, the story of management effort was picked up and run by local newspapers which applauded "what an industry can do when it wants to be a good neighbor."



MAY THEY ALWAYS LEAVE YOU SMILING. A work-force that's well informed doesn't carry home brooding grievances that magnify themselves in the dark.

4. CAFETERIA COSTS: One large 3,000-employee plant faced a perennial industrial problem: supervision reported considerable comment to the effect that the price of food in the cafeteria was too high. Actually, the cafeteria was a rent-free service which set out merely to break even. To counteract speculation, management prepared a story showing a com-

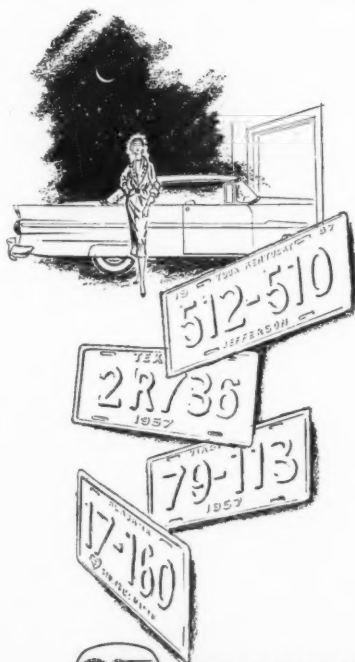
plete breakdown of the cafeteria income dollar, of which the high wages of cafeteria employees took a large slice. The story illustrated that the plant was spending \$1.02 for each dollar of receipts—and pointed out that the loss was due to low volume.

Results: Supervision reported general disappearance of speculation that the plant was "making money" on the cafeteria.

5. SELLING INDUSTRIAL RELATIONS PLANS: Though management had long since instituted a series of group insurance and hospitalization plans which were paid for largely by the company, a constant problem was faced in keeping employee participation in the plans up to the required levels. The problem was particularly acute on a new 2,000-man southern plant where the average operator was in his early twenties; there was little intrinsic interest in insurance of any kind. To help meet this problem, management launched a concentrated education and orientation program on the insurance plans through the plant paper. Each plan and its advantages to the individual were charted in detail.

Results: Required levels of employee participation in the plans were reached and maintained without difficulty. The

Continued on Page 31



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What Do You Do All Day?

Continued from Page 20

10:10 A.M. Telephoned the secretary of the company's Contributions Committee, of which I am a member, to find out what changes had been made by the other members in a report to the top management group on a request for aid by a local hospital. Unhappy with two changes, and discussed them by phone with the chairman of the committee and another member of it. We had no difficulty in settling our problems, and I phoned the secretary to tell him what had been agreed.

10:20 A.M. Telephoned the public relations director of a trade association in which we are active to request that he send me two

dozen texts of a sample speech his people had in the works. Also discussed briefly with him having dinner on my visit to his headquarters next week.

10:25 A.M. A division manager dropped in to report on what his people were up to. He does this weekly and oftener if there is reason. This time we talked mostly about shifting some of his speakers who had about exhausted possibilities in their present areas.

10:33 A.M. Phone call from city editor of local paper accepting an invitation to lunch next week to discuss, along with other press, radio, and television people, the forthcoming industry week we are planning.

10:35 A.M. Resumed scanning morning papers.

10:40 A.M. Departmental control manager in to discuss how to dissuade a man in another department from trying to steal one of our good secretaries, who are jewels beyond price these days.

10:45 A.M. Back to the papers.

11:00 A.M. A department director returned my call, and I dropped in on him to discuss the session on research at our educators' seminar, including make-up of panel.

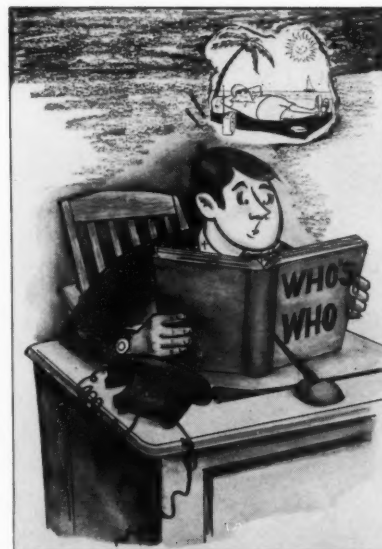
11:17 A.M. Back in office, and phoned an interested vice-president to get his views on panel. They did not agree with those of the head of the department, so this will have to be resolved.

11:20 A.M. More stuff in the basket. Got rid of it, and returned to the newspapers.

11:55 A.M. Local head of Civilian Defense phoned to ask assistance in publicity. Turned him over to the head of the Information Division.

12:10 P.M. Finished morning papers and again emptied "In" basket, which perpetually fills up.

12:15 P.M. To lunch at club, sitting with director of our department,



*A popular view of management
proves a fallacy . . .*

just returned from New York. Filled him in on events of morning until we were joined by the president of the company, who opened up a bantering conversation on the horrors of making speeches.

12:55 P.M. Back at desk. Read and approved couple of releases, skimmed through a newsletter.

1:10 P.M. A staff member dropped in to report on his trip to Washington to National Science Teachers meeting, and also to get my comments on speech draft he had prepared for a vice-president.

1:35 P.M. Dictated a few letters and looked at the afternoon paper.

1:50 P.M. Manager of Publications Division dropped in to report on the status of a new booklet. We determined the course to be followed from this point on.

2:08 P.M. The director called me in to talk over what is likely to come up next week, when he is on vacation. Chief among these were a meeting of department heads, a meeting of the Board, two reports to the top management group from Employee Relations on subjects of considerable importance to us.

2:25 P.M. Two key assistants were called to join us for expanded discussion of these topics.

2:35 P.M. Director of Legal Department dropped in on our meeting

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to say it looked as if one of our subsidiaries was going to find itself in an antitrust suit, and that we might be involved. The implications of this were given a good scrutiny.

- 3:00 P.M. Legal director left and we resumed previous discussion.
- 3:10 P.M. Back in office, to find clippings for movie on my desk. Showed them to director and on his approval sent them along to the movie people in Hollywood.
- 3:15 P.M. Another brief talk, this one in person, with secretary of the Contributions Committee, on a request for money for a museum in honor of immigrants at the base of the Statue of Liberty. Gave it to them.

- 3:25 P.M. Asked manager of Publications Division on intercom for proofs of next issue of employee magazine.

- 3:26 P.M. Director of company's charitable foundation phoned to ask for a supply of copies of the company history. This led to a brief discussion of how he was making out, at the conclusion of which I asked our control manager on intercom to send him the books.

- 3:35 P.M. Traffic Department called to find if my plane reservations for next month's trip to California in connection with the movie were satisfactory. This call began with my secretary doing the talking, but I cut in when a point came up on which my opinion was needed.

- 3:40 P.M. The basket again, ending with a few more letters dictated.

- 4:00 P.M. Director strolled in with a couple of letters to be handled. I had him read one of my letters to see if he approved what I had said in a delicate situation. OK. He suggested, before returning to his office, that I use one of the key assistants liberally if I got snowed under in his absence.

- 4:15 P.M. The "In" basket was again miraculously replenished, and I went to work on it.

- 4:16 P.M. One of our product information men dropped in to discuss his forthcoming trip to Texas.

- 4:25 P.M. The basket. Called in head of product information service to discuss a paragraph that seemed unclear in one of



Secretarial help is scarcer than rubies . . .

the releases. More letters to sign, clippings to look over, reports of various matters (the important ones set aside for the brief case, the others scanned and passed along). The same for a bunch of magazines.

- 5:05 P.M. Finished basket and wished secretary a pleasant week end. Sat back and relaxed, thinking over the day and also the company's general public relations situation.

- 5:30 P.M. Loaded brief case, doused lights, put on coat and hat, locked office, headed for home.

- 8:00 P.M. Read carefully proofs of employee magazine, noting comments for discussion later. Read article marked by clipping room in PUBLIC INFORMATION QUARTERLY and another in the HARVARD BUSINESS REVIEW. Read Kiplinger newsletter. Thought about a proposal made by the head of a school of journalism turned over to me by the director. Mentally reviewed our general situation again.

- 11:00 P.M. To bed.

Note: There were, this day, no lengthy meetings, no formal luncheon, no important decisions to be reached, although probably 50 minor ones were made in the course of the day. Also, there was no time for reflection, close analysis and study until the office closed, which is not always the case . . . but is not rare, either. All in all, I'd say it was an average day.

Annual Reports Contest

For the third consecutive year, businesses which publish annual reports for employees are being invited to participate in a contest sponsored by *The Score*, monthly report to management, to determine the year's best.

Entrants must submit six copies of their entry by July 30, 1956. Entries must have been produced between July 15, 1955, and July 15, 1956. The entry fee is \$10.

Judges are Dean Kenneth E. Olson, Medill School of Journalism, Northwestern University, Evanston, Ill., chairman; S. R. Bernstein, editor, *Advertising Age*, Chicago; Carl C. Harrington, editor, *Mill & Factory*, New York; John A. McWethy, assistant managing editor, *The Wall Street Journal*, Chicago; and William H. Whyte, Jr., assistant managing editor of *Fortune*, New York.

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Europe's Hottest Story

Continued from Page 11

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Wider Horizons For Teachers

Continued from Page 19

ress that are as scarce as the proverbial hen's teeth, are 'employable' at the Ph. D. level—but the supply is determined by decisions made in secondary school. The only thing that is scarcer still are the teachers to teach them.

The teacher is a multiplier of knowledge, understanding, counsel and enthusiasm, at least potentially. He or she is therefore the focal point in what may be described as the 'education public.' Business may have its eye on the end products of education — manpower, new knowledge, and a proper climate—but its most direct path to these things lies in perfecting its relationships. No large company can afford, nor does it have the facilities, time, or competence, to address its efforts very directly to the students in hundreds of thousands of secondary schools. The teachers are a smaller group, they will be around longer, they need some help, and the results pay off.

In 1945 General Electric established the first of a series of summer fellowship programs for high school teachers at Union College in Schenectady. Science teachers from a twelve-state area were invited to apply for the fellowships, which consist of six weeks of advanced college training in their field. Tuition, room and board, and travel expenses are included, and fifty Fellows are selected on the basis of their own applications and the recommendations of principals and superintendents. The college selects its candidates and is in complete charge of administering the program. The company underwrites all of the costs—but it also has another role.

The extra-curricular activities include a series of luncheons, dinners, and similar gatherings, at which General Electric officers, managers, and specialists not only meet with the teachers and answer questions but address them on various aspects of doing business—manufacturing, marketing, research, human relations, finance, and so on. The teachers undertake field trips to plants and laboratories, not just walk-throughs by any means, because company specialists devote many hours to demonstrating applications of the subject taught by the teacher, and supply problems to be solved.

Since 1945 there have been eleven groups of fifty Summer Fellows at Union College. In 1947 a similar program for fifty high school physics teacher was established at Case Institute of Technology in Cleveland. In 1952 a program for fifty mathematics teachers was established at Rensselaer Polytechnic Institute in Troy, New York, and in 1953 a similar program for fifty mathematics teachers was established at Purdue University, Lafayette, Indiana. The four programs, taken together, have provided 1350 high school teachers from a twenty-four-state area with summer fellowships in the two important fields. All will be functioning again in the summer of 1956, and in addition, a new program for fifty high school physics, chemistry teachers from fourteen far western states will make its bow at Syracuse University.

The two original purposes of the summer fellowship programs were (1) to refresh the teachers in their subject matter field through a graduate program offered by an outstanding university, and (2) to place the teacher in a position to attract more students to his courses and motivate student accomplishment by giving the teacher an intimate picture of the importance of the subject taught to the students' future. In addition to academic standing and available facilities, the universities have been selected also for their location at or near a substantial General Electric plant and laboratory site. This makes readily available the company's key personnel and facilities for the extra-curricular part of the program. As the programs have developed from the original experiment, the teachers have found the time spent outside of classrooms, rubbing shoulders with business people, and seeing applications of their subject in industrial operations, equally valuable and memorable. The Union and R.P.I. groups have their extra-curricular focal point at the G-E plant and Research Laboratory in Schenectady; the Case group is located near the company's lamp and lighting research center at Nela Park, Cleveland; the Purdue group makes trips to the G-E manufacturing center at Fort Wayne; and the Syracuse group will have the advantages offered by the company's Electronics Park development.

Incidentally, G-E people associated with the programs lean over backwards to make the point that mathematics and science courses, in their opinion, are essential to the sound education of the individual in any field he may choose—not just engineers and scientists. They feel that some young people may have backed away from these important subjects because they were being too closely associated with an engineering or scientific career choice.

The most satisfying evidence of the worth of the programs is found in the words of the teachers themselves, not in statistics. Some of the phrases from their letters are revealing: "As instructors we can now speak with added assurance and authority concerning many new developments . . ."; "My classes are growing larger each year because I have been able to make the course more interesting . . ."; "The General Electric Summer Fellowship definitely improved my teaching . . ."; "Every teacher needs prestige and General Electric Summer Fellowship programs give him that . . ."; "My sights are set higher . . ."; "People in town still mention my having won the fellowship a few years ago . . ."; "Gave me an entirely new outlook toward big business, its problems and services to all of us . . ."; "Am considerably more content with my profession . . ."; "I found that there is a human side to management . . ."; "We saw scientists and engineers at work applying math, physics, and chemistry . . ."; and so on.

Not so strangely, perhaps, living and studying for six weeks with other teachers, comparing methods, and indulging in shop talk creates strong bonds. Today General Electric awards lapel pins and puts out alumni news sheets at the request of the Fellows. The latter write articles in educational journals about their experience and encourage other teachers to apply.

Case, in particular, has carefully studied the results that accrue to the sponsoring university. It keeps records of the admission of students from secondary schools where physics is taught by a former G-E Fellow and compares subsequent academic performance. The college is drawing science students from a wider area than it was prior to establishing the program, and the students are better than average. The returns from a questionnaire sent to past Fellows, say Case administrators, were "overwhelming" in their references to improved teaching and counselling, a better understanding of atomic and nuclear physics, an im-

Continued on Page 30

Paul Wickman Named PRSA Executive Director

Paul Wickman of Chicago has been appointed Executive Director of the Public Relations Society of America, New York headquarters. Mr. Wickman assumed his duties June 1.



Paul Wickman

Mr. Wickman who was Director of Development of the National Society for Crippled Children and Adults, is known for his planning and developing of the 1956 Easter Seal campaign for the Crippled Children's Society. His position embraced all the activities under the wing of the organization which covered public relations, radio, television and film production, library, information services, publications, advertising and promotion, and fund raising.

Mr. Wickman also served as Executive Secretary and Director of the Radio and Television Commission's "Voice of Prophecy" for ten years, during which time he developed two national weekly educational, cultural and health broadcasts with an annual budget of two million dollars.

Prior to that he was Associate Secretary of the Religious Liberty Association and Associate Editor of *Liberty Magazine* in Washington, D. C. He also served as Vice President in charge of communications of the Western Advertising Agency, Los Angeles.

For the past 12 years Mr. Wickman has been listed on the National Lecture Bureau in Chicago. He received his education at La Sierra College, Arlington, Calif., and Pacific Union College, Angwin, Calif.

Widely traveled, he has made extensive tours of the Middle East and the Union of South Africa, where he produced material for travelogues which he presented in nation-wide lecture tours.

Mr. Wickman is married and has three children.

SUMMER WORKSHOP

The University of Miami will hold its sixth annual Summer Workshop on Human Relations Problems in Administration beginning June 18.

The workshop will be in two sessions: from June 18 to July 7, for administrators and supervisors primarily; and from July 9 to July 25, for instructors.

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Wider Horizons For Teachers

Continued from Page 29

proved attitude toward teaching, increased enrollments in classes, greater confidence and prestige.

General Electric is naturally pleased with these specific evidences of the achievement of the results it set out to get. As much as anything else, the programs have demonstrated a need, an opportunity, and a method which must recommend itself to others, as it has. A number of companies, industries, foundations, and universities are conducting some kind of program addressed to this problem, and there are many variations. A survey conducted by the National Science Teachers Association has revealed that nearly sixty summer programs for high school science teachers will be operating in 1956. The National Science Foundation recently announced support for twenty summer institutes in science for this year.

One final word — the account of the summer programs for teachers might have been reported in a journal of professional education, or as a matter of corporate philanthropy, or under some other classification, but it wasn't. It is fundamentally and functionally a public relations undertaking in the best professional sense. The problem is one of public concern; the objectives are long-range; the nature of the target can be defined; the methods were tested and the effort gradually and carefully enlarged; improved relationships have been established as a basis for continued progress; the results are measureable—and everyone who invested a dollar or an hour or a little of their enthusiasm got it back many times over.

The Litterbag

A litterbag — an important new weapon in the war on the trash cluttering up the American countryside—is enclosed in each copy of the Spring HUBER NEWS, company magazine of J. M. Huber Corporation.

The litterbag will find wide use among motorists, picnickers and vacationists, who can place travel trash in the bag and either dispose of the entire container or empty it in a proper roadside receptacle. The bag is made of wet-strength kraft and specially treated to hold together when damp or wet.

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Lost Chords

Continued from Page 25

Industrial Relations Supervisor called plant's performance "a concrete result" of the paper's stories.

6. **PERSONNEL PROBLEMS:** One textile plant's experience, typical of hundreds of others, documents the power of a publication to build morale through recognition of employee achievement. Mary was a problem case. Though a good operator, she sowed dissension and "kept the girls in an uproar," her supervisor said. The supervisor and the editor dug into Mary's life and found she was a good amateur photographer. Her achievement was recognized in a hobby story in the plant paper.

Results: Her supervisor says, "The change is unbelievable. She even smiles."

7. **SAFETY SHOES:** Encouraging employees to wear proper protective equipment such as goggles and safety shoes is a continuing job on most plants. One plant with 1,300 employees began a safety shoe campaign in the plant paper by publishing a picture of a new style safety shoe available at plant stores.

Results: In two weeks, Stores sold 50 pairs of the new style of safety shoes. Employees arriving at Stores frequently asked to see "those shoes that they had a picture of in the paper."

8. **CONSERVATION OF SUPPLIES:** On a 2,000-man textile plant, a series of articles was run to draw attention to waste of operating supplies. Featuring a number of items, the article included charts on current consumption and forecast possible savings over the next six months. Appeal was made for employee cooperation. Six months later, results were published as follows:

Results: Safety glasses, actual savings, \$2,000; textile scissors, savings, \$400; flashlights, \$450; paper towels, \$500; automatic pencils, \$164.

9. **KEEN BUSINESS COMPETITION:** A 3,500-man chemicals plant was entering a vigorously competitive era on the market. New competing plants developed by several new producers of a similar product were expected to put an extra premium on quality. To dramatize the situation for employees and to enlist their cooperation, management worked with its editor on a story which: (1) pointed out that competition was becoming stiffer, and (2) presented a complete picture of what the situation would

demand of each company employee.

Results: The story was enthusiastically received; employees expressed appreciation of the fact that they got "the whole story." Supervision reported a large number of queries and suggestions for improved operating efficiency.

By most managements, concrete case histories like the above are heartily welcomed; they are specific, practical and down-to-earth. They can be put to use to build a better plant.

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When answering advertisements, please address as follows: Box number PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. RATES: "Position Wanted" \$1.00 per line, 5-line minimum; "Help Wanted" \$2.00 per line, 5-line minimum. Payable in advance. (Deadline for copy is 10th of month preceding date of publication.)

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PUBLIC RELATIONS OR ADVERTISING. Air Force Officer leaving service 31 August; trained in both fields; 5-years experience supervising psychological warfare and intelligence projects. Can offer creative mind and good ideas. BA plus service schools including Chinese language at Yale. 28; married; willing to relocate either in U. S. or abroad. BOX HR-6.

PR Director—now employed with trade association with 600 members 8 yrs. broad experience planning and supervising PR programs — last 3 yrs. have been dealing with strong, negative public attitudes—excellent commercial artist-photographer-writer, has won recognition in all 3 fields—desires top PR position with trade assn. or company anywhere in south—married age 30—broad education. BOX DC-6.

PR man, now employed, available for corporate relations work. All-around experience (11 years), with recent emphasis on planning and production of promotional literature. B.S., LL.B. BOX GL-6.

Once management discovers at first hand the ability of their publications to "get through" to employees on plant and production problems, it is a short step to the next objective: cashing in on the employee publication's potential for building understanding and support of the economic principles vital to the health of industry. In that area lies the employee publication's greatest weakness. In that area lies its greatest opportunity.

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CAN GIVE YOU a house organ or publicity that people will read. Specialty is finding the human approach in writing or speaking. Daily newsman 6 years, wide editorial background. Want substantial opportunity, prefer South. Married, 30, adaptable. BOX CT-6.

Desire responsible position in public relations, employee communications or industrial publications in south or southwest. Married, 33, eight years varied PR experience, last four as Director of Community Relations. BOX SS-6.

Executive Public Relations-Pharmaceutical Lab. Young lady with excellent education and advanced experience which includes entire audio-visual presentation. Available for interview. Personality, Stability and Know-how. BOX SM-6.

Public Relations Executive

10 years diversified experience: consultant to top government administrator; PR director of leading business publication; bank PR and advertising; pioneering civic organization; outstanding PR counselling firm. Nationwide press, business contacts. Heavy experience in developing productive ideas, programming, and thorough follow-up. 32. Top references. Will travel and relocate. Box SF-6.



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Books in Review

Reviewed by Richard J. Shepherd
Director, PRSA Information Center

Corporation Giving in a Free Society
by Richard Eells. (Harper, 1956, New York. \$3.50.)

By 1951, within a decade and a half, corporation philanthropy increased tenfold. In 1941, 407,000 corporations reported contributions totaling \$57.6 million. In 1949, the figure rose to \$241 million, in 1952 to \$399 million, while the figure for 1953 has been estimated at \$450 million.

Corporations are participating in American philanthropy on a big scale and the end is not in sight. What lies behind this giving? How is it justified legally, economically, socially? How effective are the results of the disbursements being made? What programs could be introduced to place corporate giving on a sounder footing? These are the questions to which Eells addresses himself in his informative and thought provoking study about corporate philanthropy. In doing so he casts searching light on the nature of corporations, and on the part they play in our society and in our government.

The author makes it clear that corporate philanthropy is not almsgiving. Rather it must be enlightened self-interest, since, by virtue of the law, the funds of a corporation must be used to further its own ends. The best method, he feels, to accomplish this is to spend these funds to promote that "private sector of power" on which the corporation itself is based. For it is through maintenance of the private sectors of power that our government can remain free and avoid the encroachments of statism.

Program of giving should stem from a company's objectives. This should include not only that which insures the return of a profit, but also the careful nourishing of those environmental conditions essential to the continuance of the business as a profit maker in the future. Programs then must be broadly conceived. It is through imaginative research and other creative projects which will foster a climate for corporations and private enterprise to flourish to

which corporate giving should be dedicated.

To foster this climate the corporation must have a conscience or be "socially conscious," and, indeed, corporate executives have shown an awareness that they have far-reaching community responsibilities. In the corporation's external relations ways and means must be found to implement the sense of social consciousness. This must be done in order for the corporation to survive, or at least present its reverting to the control of the state. Intelligent giving is a way in which corporations can implement a social philosophy of equal benefit to the corporation and to society at large.

Yet, to date, the challenge of corporate giving has been feebly met, the author contends. This field which offers an opportunity for leadership is an almost totally undeveloped area of managerial thinking. Routine giving to local charities, gifts that are not based on reasoned policies, and "scatteration" giving are the rule.

If such is the case, here is a book that will give much food for thought for those concerned with the development of improved programs of corporate giving and the implications of this form of philanthropy for a free society.

The Engineering of Consent edited by Edward L. Bernays. (University of Oklahoma Press. \$3.75.)

This is a compilation of articles that discuss in broad terms the principles involved in effecting public relations programs. The major phases of a program, which include objectives, research, strategy, themes, organization, planning and tactics, are treated by persons prominent in public relations or related communication fields. The editor's introduction to the presentation, which is an expansion of material that appeared in *Annals of the American Academy of Political and Social Science*, 1947, orients the reader to the scientific, carefully planned approach to public relations.

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